



# Joint Capable Concept of Support

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Deputy Commanding General  
Combined Arms Support Command  
Commanding General  
US Army Ordnance Center & Schools**

***On behalf of. . .***

**MG Ann Dunwoody**

**Commanding General  
U.S. Army Combined Arms Support  
Command**



*“Log ain’t broken”*



# WHY A JOINT CAPABLE CONCEPT OF SUPPORT?

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China has largest Army in the world.

The pace of operations *is* increasing and will continue to increase.

After re-stationing: 90% of the US Army will be based in US (CONUS, AK, HI)

Stockage levels are more efficient  
→ Joint distribution is required to be  
**EFFECTIVE.**

Log C2 for a Modular Army must be. . . “Plug and Play” *not* “Drop and Drag”

Logistics has evolved - this isn't your grandfathers log “tail”



# What We Plan to Leave You With...

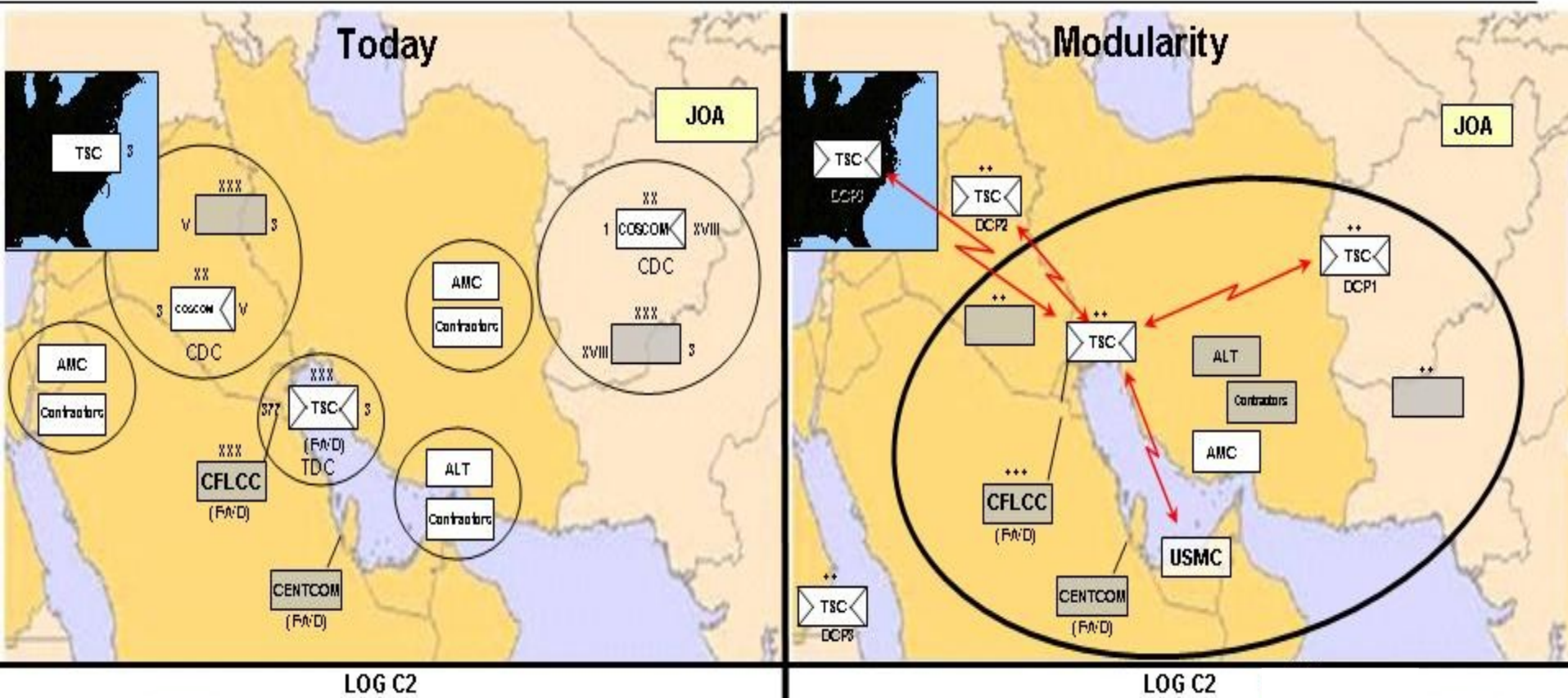
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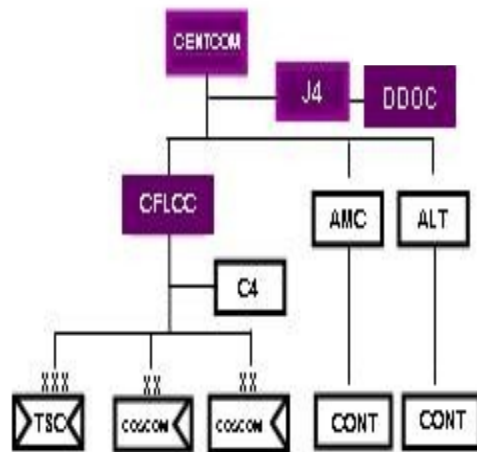
- ❑ A viable, holistic, **end-to-end**, synchronized concept of support
- ❑ A **joint capable** sustainment concept
- ❑ **Joint partnerships** that enable end-to-end logistics capabilities
- ❑ A single logistics commander for the **Joint Force Commander**



# TSC – JOA Employment



# TSC – JOA Employment

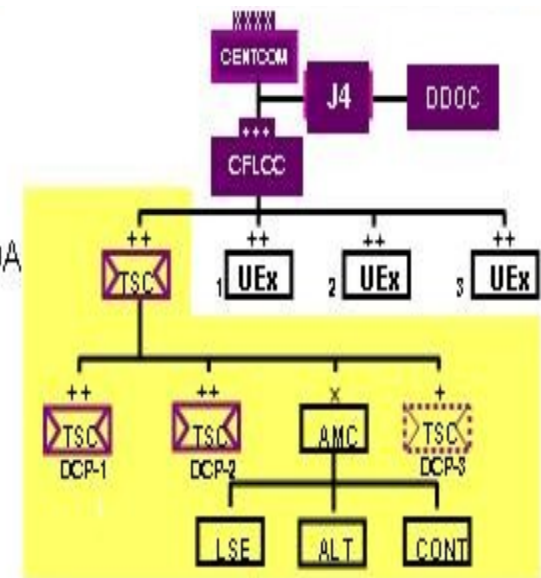


## Today

- Fragmented CSS
- No single log C2 in the JOA
- No single E2E distribution manager
- Inter and intra-theater log layered
- Inability for TSC to operate in multiple AORs or JOAs
- Limited log connectivity

## Modularity

- Single Army log C2 in the JOA
- Single distribution manager
- Leveraging Joint partners
- Ability to operate in multiple AORs or JOAs
- Assured communications



Strategic

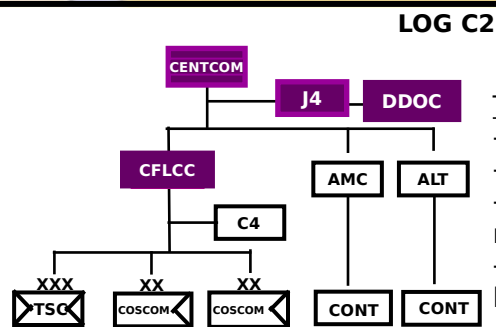
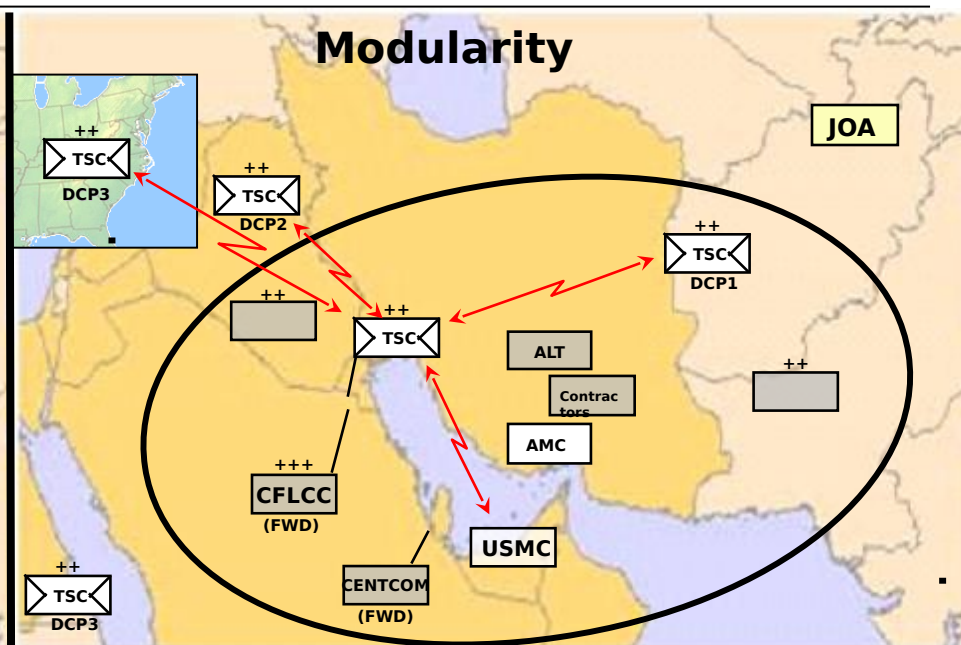
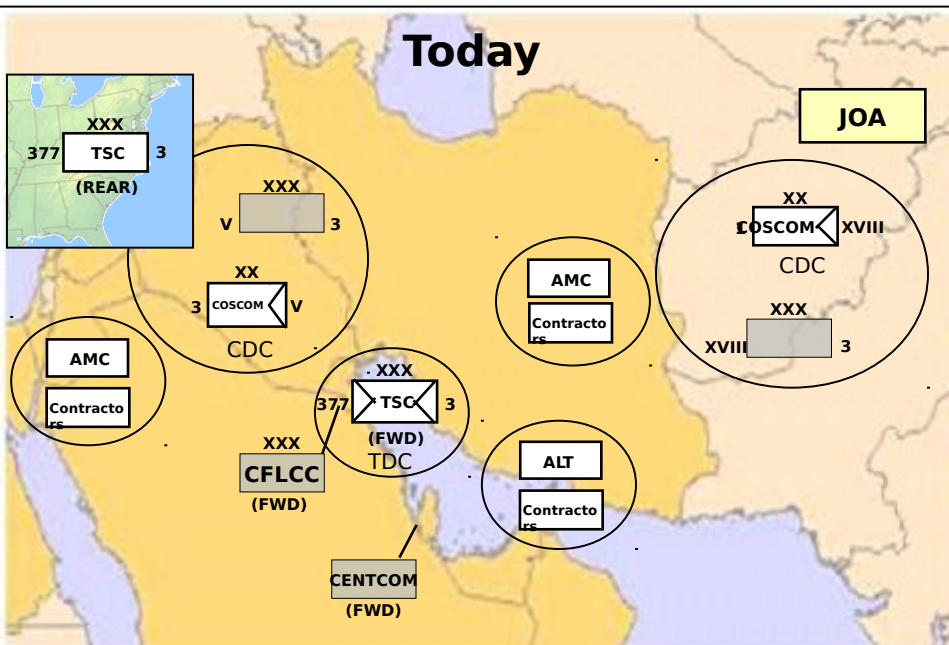
Operational

Tactical



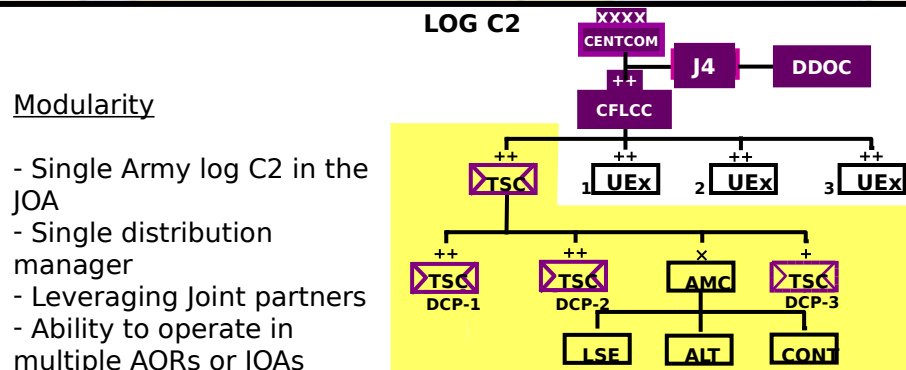


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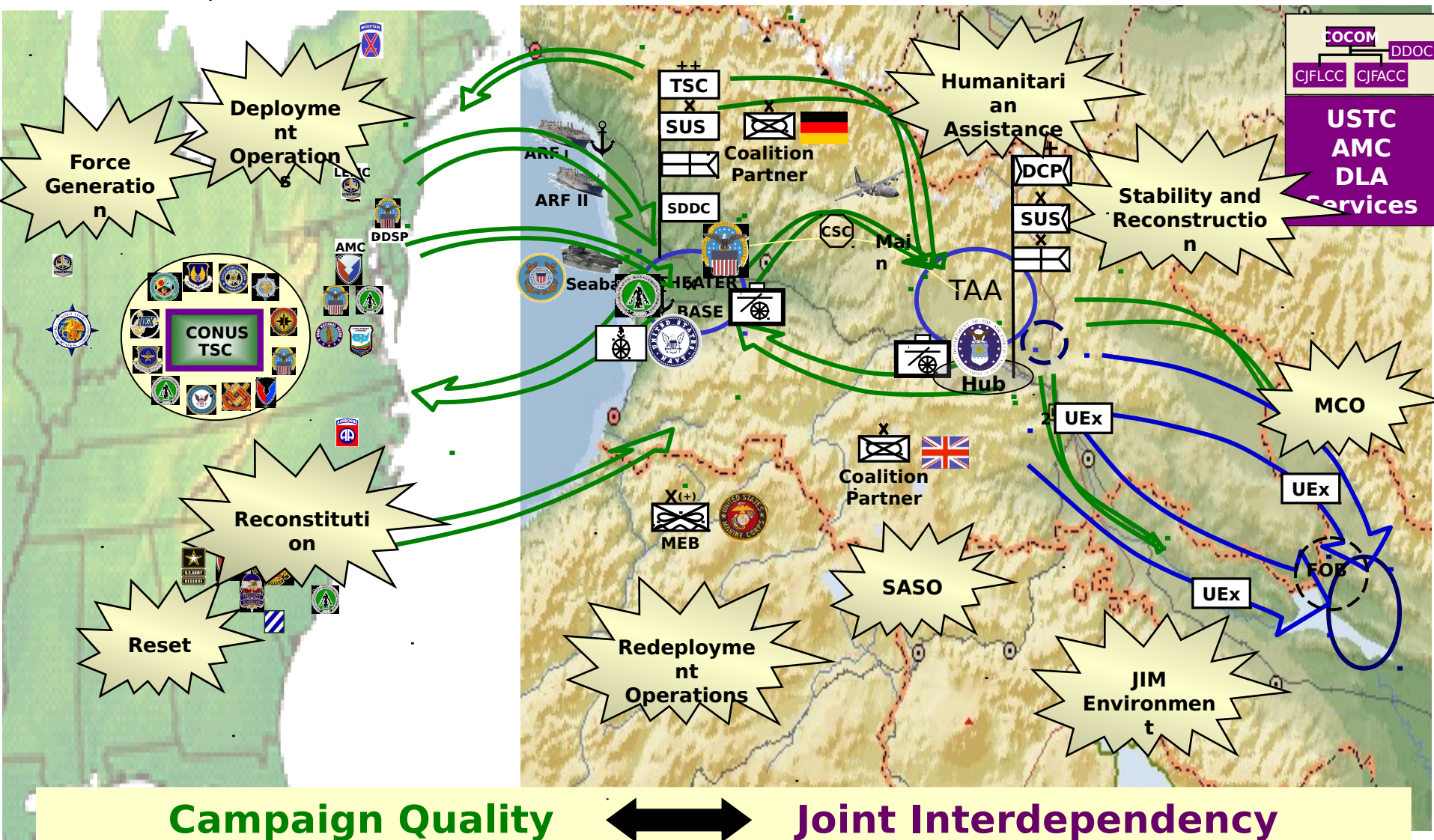
## Strategic

## Operational

## Tactical



# Conducting Simultaneous Support



**Across Full Range Of Military Operations**





# Predeployment & Phase 0

## Facilitating the Deployment Process

Joint  
Starts  
Here



TRANSCOM



IMA



DLA



USJFCOM

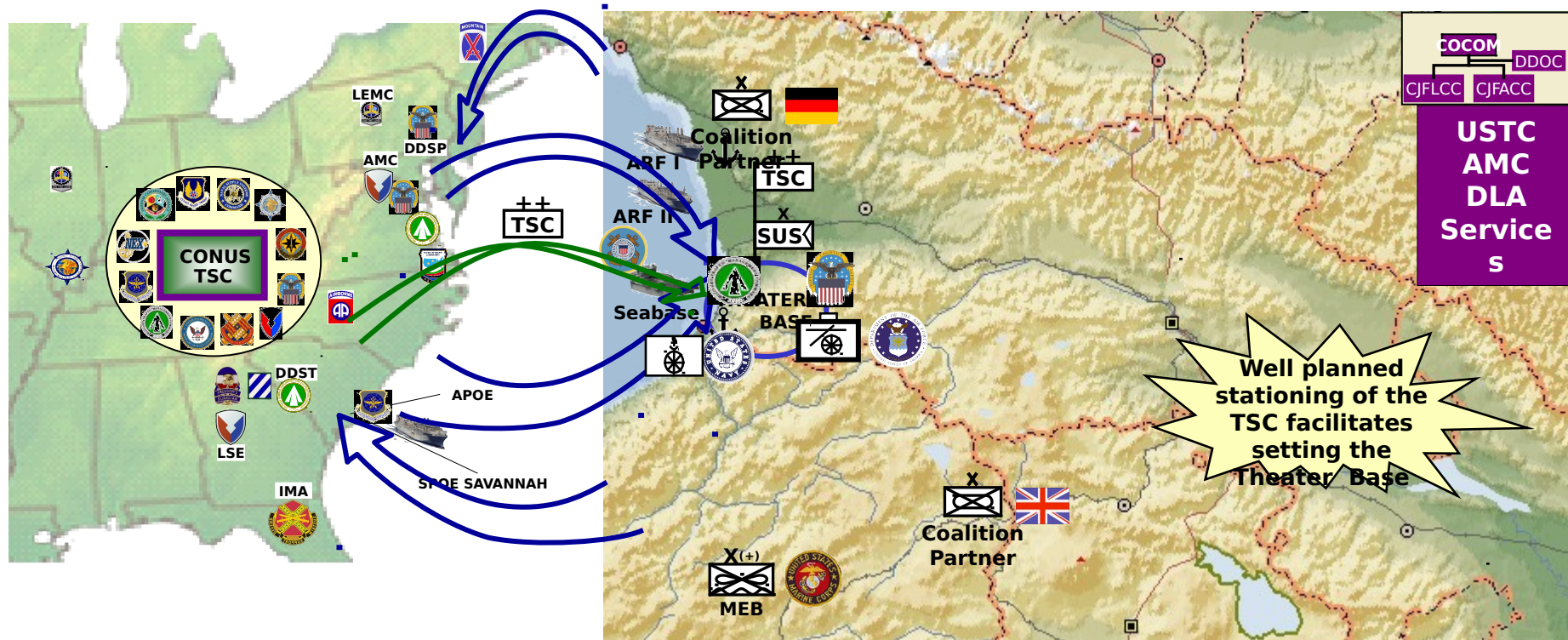


### CONUS TSC

- Integrates logistics with joint and strategic partners in the national sustainment base
- Coordinates and establishes end to end distribution pipeline to deployed TSCs with USTC and others
- Assists FORSCOM and JFCOM rapid projection of forces to RCC and return
- Provides C2 and training readiness oversight of assigned forces
- Provides oversight of regeneration of redeploying equipment and reset
- Provides backup support for homeland defense and military assistance to civilian authorities

# Deployment Execution

## Setting the Theater Base



### Deployed Theater Sustainment Command

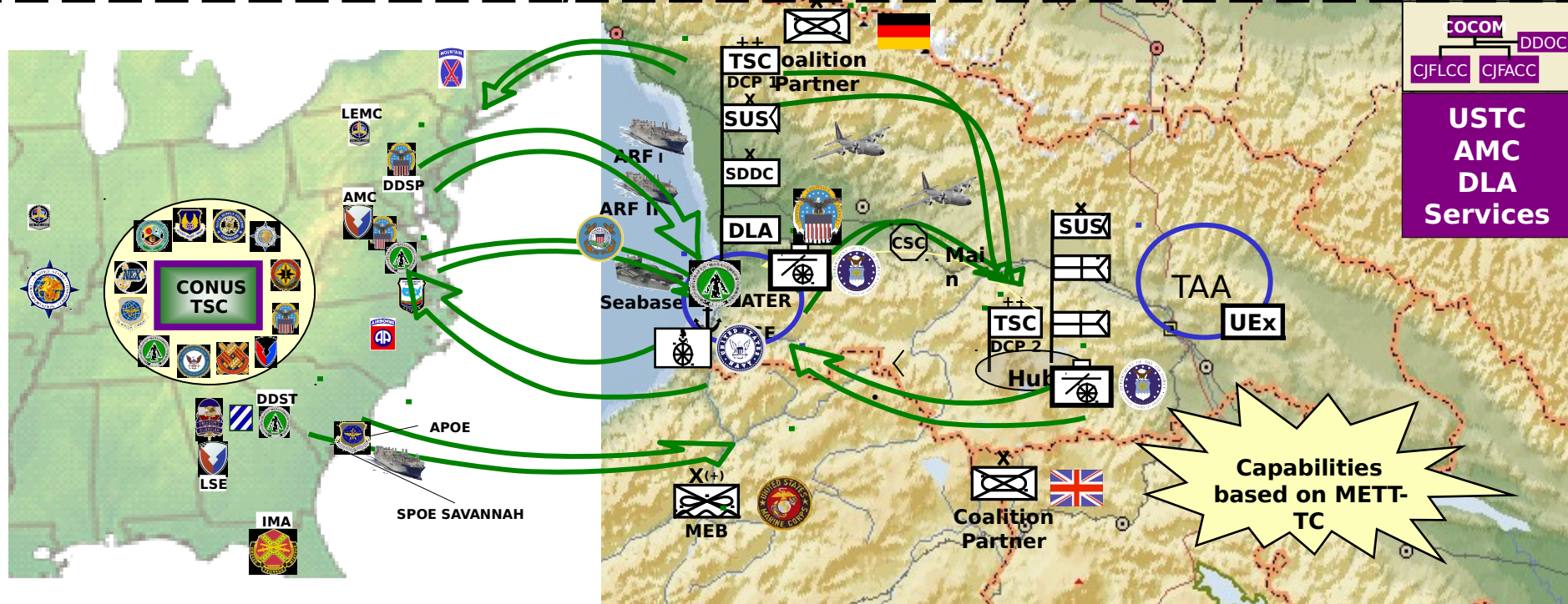
- ❑ OPCON to JFC or RCC and executes COCOM priorities and policy
- ❑ Develops theater support and distribution plans ICW RCC J4
- ❑ Establishes single Army Log C2 and distribution in theater for JFC
- ❑ Coordinates and synchronizes theater opening with USTC
- ❑ Leverages joint and strategic partners in JOA





# Seize Initiative

## Establish / Execute E2E Distribution



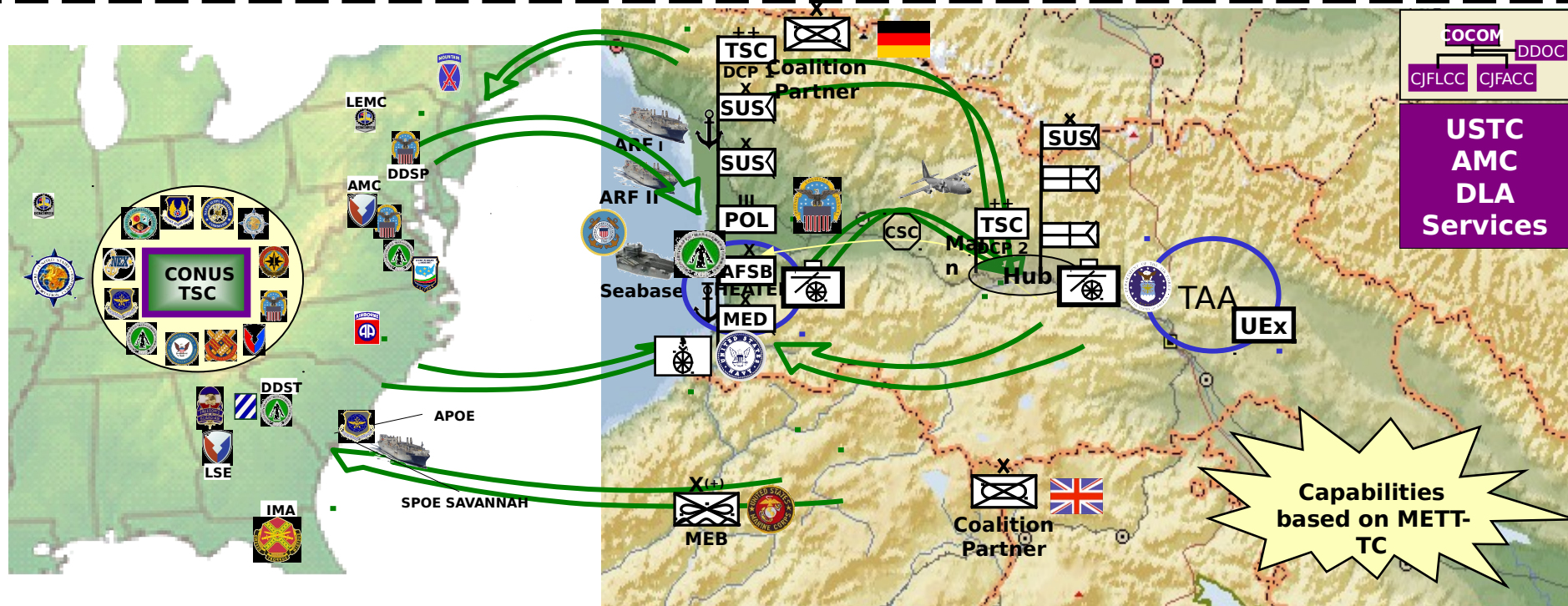
### Deployed TSC

- OPCON to JFC or RCC; provides single Army C2 and distribution management
- Operates ports/distribution hubs in support of RCC's theater support plans; conducts JRSO
- Supports joint, multinational, and coalition forces in deployment, employment, and sustainment



# Redeployment Support

## Facilitating Redeployment Process






### CONUS TSC

- Assist/oversight of the regeneration and resetting of redeploying equipment
- Coordinate with USTC to ensure necessary sealift and airlift is available
- Cross-level equipment and supplies based on FORSCOM priorities
- DCPs assist with redeployment of forces UEx SUS Bde tasked organized to provide reinforcing CSS to all forces in UEx AOR
- CONUS TSC conducts reception, integration, troop rotation, reset for FORSCOM and JFCOM

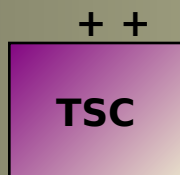


# What Needs to Change Requirements

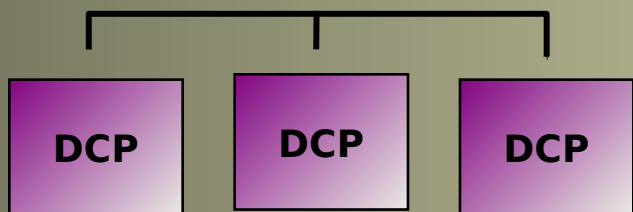
	Today	Modularity
<b>Operations</b>	<ul style="list-style-type: none"> <li>• Phased Campaigns</li> <li>• Component Focused Planning</li> <li>• Task Organized Forces</li> <li>• Joint Effects</li> <li>• Echeloned Service C<sup>2</sup></li> </ul>	<ul style="list-style-type: none"> <li>• Simultaneous Full Spectrum Operations within a JOA</li> <li>• Joint Fight at Tactical Level</li> <li>• Expeditionary and Modular</li> <li>• Joint Interdependent</li> <li>• Joint C<sup>2</sup> Network</li> </ul>
<b>Logistics</b>	<ul style="list-style-type: none"> <li>• Fragmented C<sup>2</sup></li> <li>• Supply Based</li> <li>• Layered and Redundant</li> <li>• Large Theater Rqmts</li> <li>• Ad Hoc RSO</li> <li>• Multiple Unit Designs</li> <li>• Ad Hoc Life Support</li> <li>• Stove-piped Logistics</li> <li>• Secure, Internal LOCs</li> </ul>	<div>  <p>  <b>Single Army Log C<sup>2</sup></b>   <b>End to End Distribution</b>  <ul style="list-style-type: none"> <li>• Flatter, Modular</li> <li>• Expeditionary</li> <li>• New METL</li> <li>• Integrated Life Support</li> <li>• Leverage <b>Joint</b></li> </ul> <b>Capabilities</b>  <ul style="list-style-type: none"> <li>• Includes Support to SOF</li> <li>• Defeat Lvl 1; Defend Lvl 2</li> </ul> </p> </div>

**Only change what must be changed**

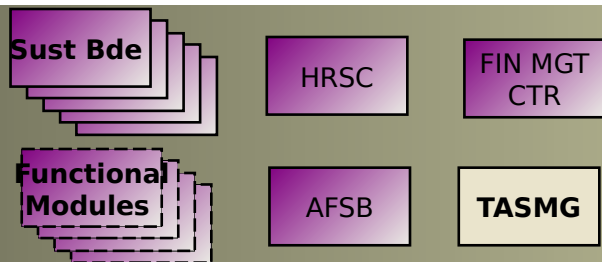
# TSC Design Philosophy



- ❑ Single Army Log HQs for UEy, JFC, or RCC
- ❑ Regionally focused; globally employable
- ❑ End to end distribution (2 way)
- ❑ Joint capable; provides Log C2 for multiple JOAs



- ❑ Log C2 for expeditionary opns for UEy, JFC, or RCC
- ❑ Regionally focused; globally employable
- ❑ Early entry capability
- ❑ Multifunctional control of sustainment operations



- ❑ Multifunctional and functional Log capabilities
- ❑ Globally employable
- ❑ Early entry capability
- ❑ Multifunctional execution of sustainment operation

DCP - Deployable Command Post  
 AFSB - Army Field Support Brigade  
 TASMG - Theater Aviation Sustainment Maintenance Group  
 Fin Mgt Ctr - Financial Management Center  
 HRSC - Human Resources Support Center

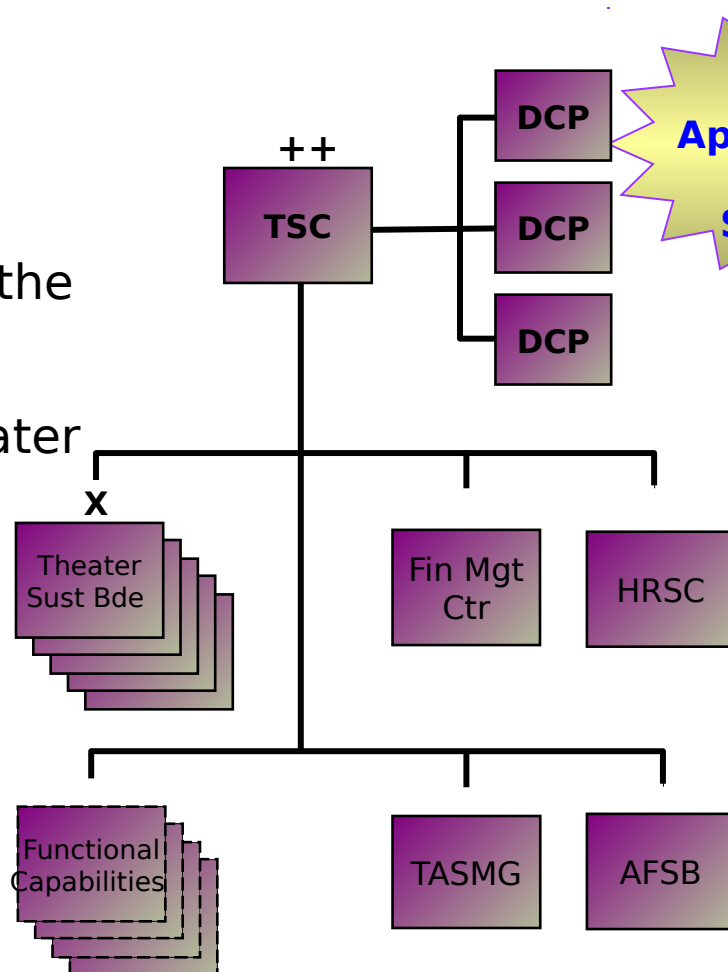


# Theater Sustainment Command

## Refined



- End-to-end capable of supporting forces in a JIM environment
- Plan, control, synchronize CSS for the UEy or Joint Force Commander
- Single Army log C<sup>2</sup> element in theater
- **Regionally focused - globally employable**
- Multifunctional and functional HQs
- Capable of fielding three DCPs
- Supports full spectrum operations simultaneously



AFSB - Army Field Support Brigade  
Fin Mgt Ctr - Financial Management Center  
HRSC - Human Resources Support Center  
TASMG - Theater Aviation Sustainment Maintenance Group

## A Joint Capable Command

**Theater Opening does  
not equal Port Opening**





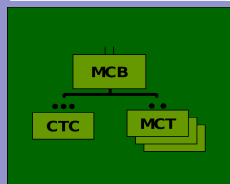
# Port Opening

## Current Army Port Opening Capability

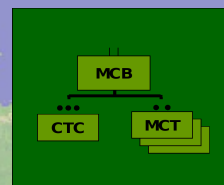
- ☒ Permissive ☒ Infrastructure
- ☒ Non Permissive ☒ w/o Infrastructure

Expeditionary  
Not Enduring

USTC  
TRAVIS  
(3 JCRGs)



USTC  
McGUIRE  
(3 JCRGs)



USAF  
RAMSTEIN  
(1 CRG)

PACAF  
ANDERSE  
N  
(1 CRG)

MCBs	AC	ARNG	USAR	COMPO 4	Total
Required	7	0	8	3	18
Resourced	7	0	8	0	15

MCTs	AC	ARNG	USAR	COMPO 4	Total
Required	40	0	70	123	233
Resourced	40	0	70	0	110

Great concept and needed capability... will work together for a solution



# Theater Opening Requirements



## Distribution Management

### Movement

- Air Transport
- Terminal Ops
- Land Transport
- Water Transport

### Material

- Class I
- Water
- Class III
- Class IV
- Class IV
- Class CII & IX



## Communications

- Data
- Network
- Satellite
- Strategic
- Civil-Military Operations
- Customs/USCG

## Operational Support

### Intelligence

- HUMINT
- SIGINT
- Threat
- Weather

### Force Protection

- EPW
- Port Security
- Hwy Control
- Facilities
- Coastal Security



TSC

## Soldier Support

### Services

- IG
- Legal
- Lodging
- Feeding

- Laundry/Bath
- Religious
- Sanitation

### Personnel Ops

- Casualty Affairs
- Mortuary Affairs
- Postal
- Reception
- Mil Pay



USTRANSCOM  
AMC  
DLA

Expeditionary  
& Enduring

## Sustaining Support

### Engineer Ops

- Land Mgt
- Construction
- Environment
- Facilities
- Pipeline Trans

### Medical Ops

- Treatment
- Hospital
- Evacuation
- Veterinary
- Dental
- Laboratory

### Maintenance Ops

- AVIM
- C-E
- Vehicle
- Equipment
- Watercraft

### Contracting

- HNS
- Leasing
- LOGCAP
- Purchasing



## Financial Support

### Finance & Resource Management

- Funds Certification
- Funds Distribution
- Funds Documentation



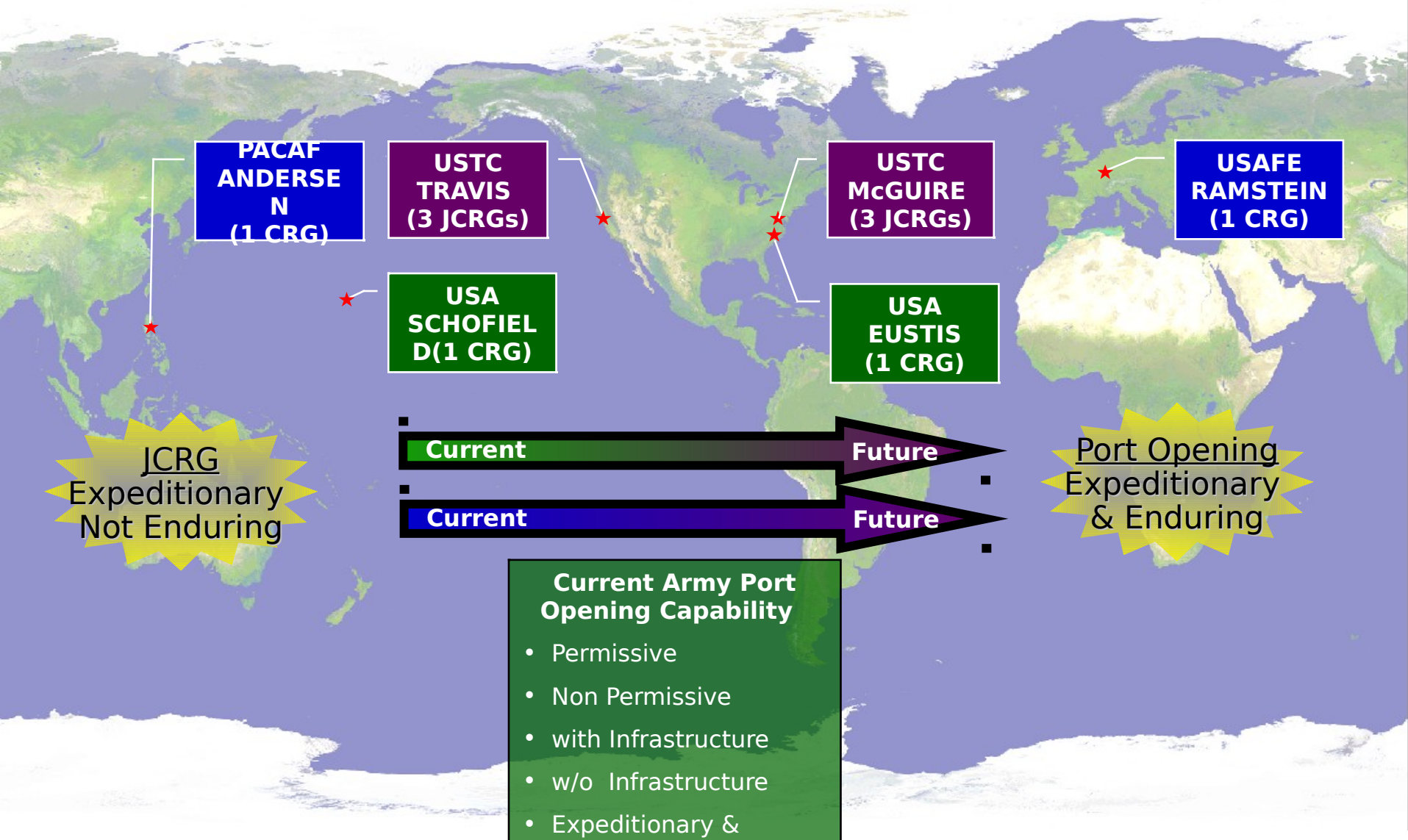
ASOS



Theater opening > Port Opening



# JTF - Port Opening



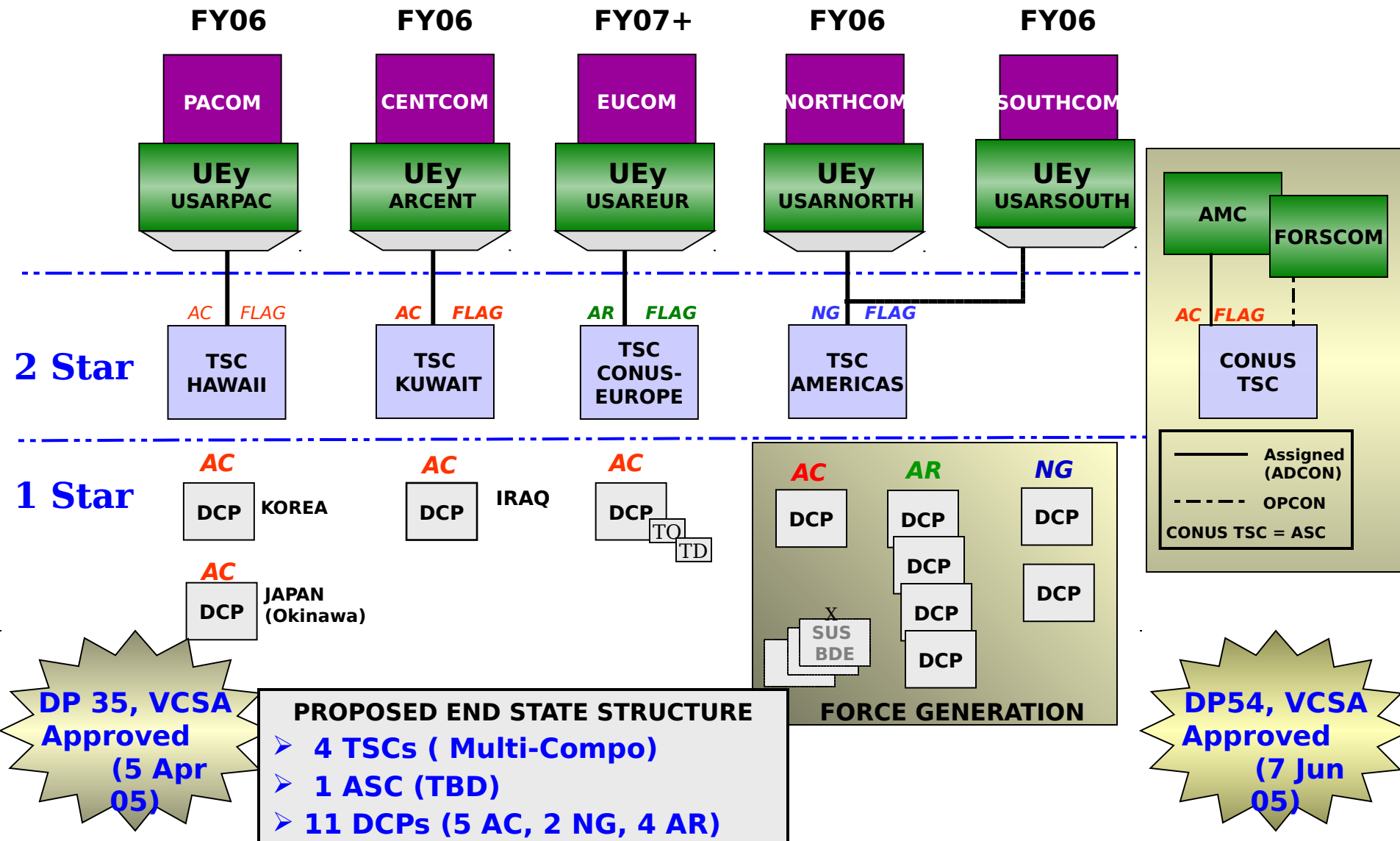
**Great concept and needed capability... will work together for**

**HOW WILL WE GET THERE?**





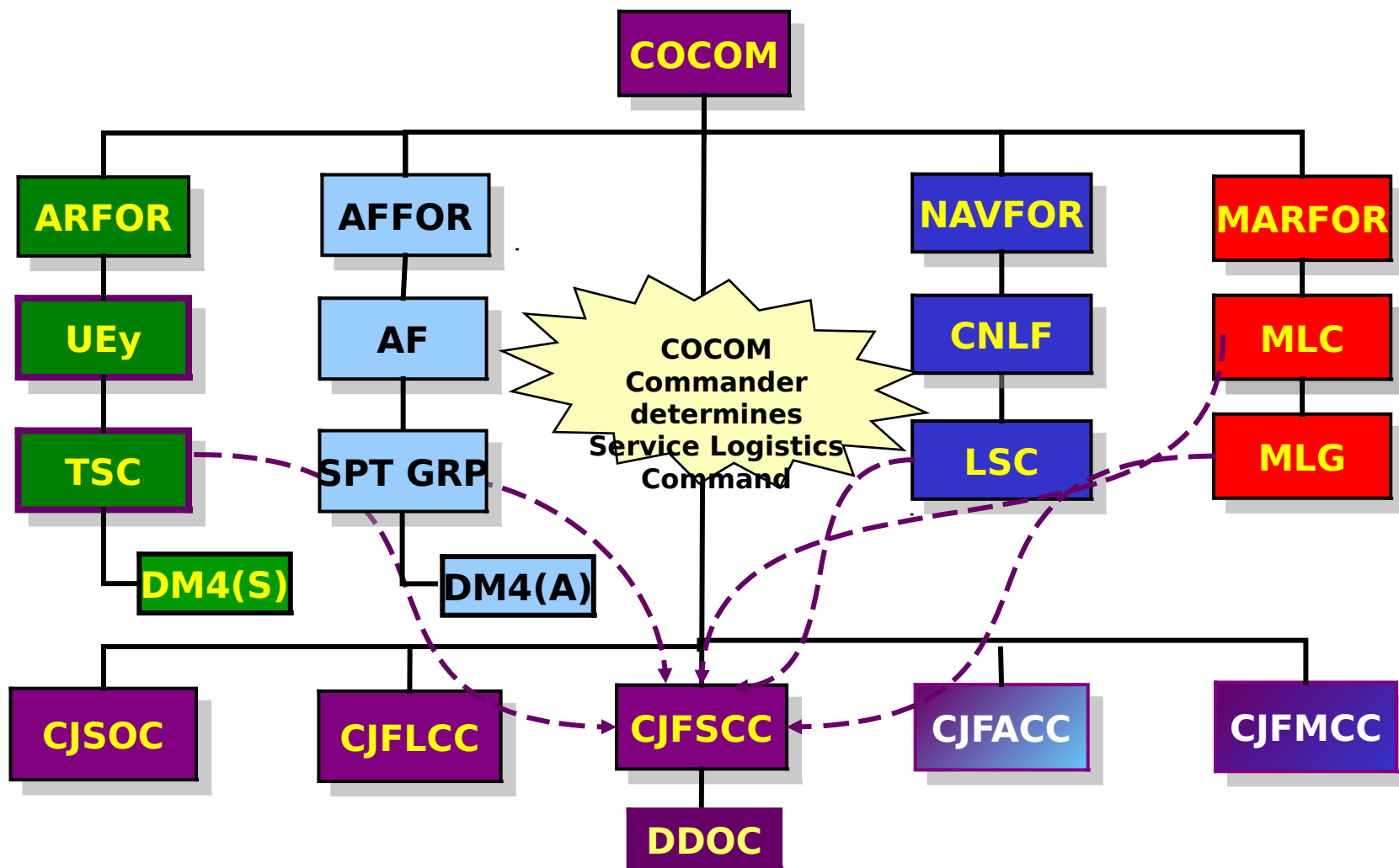
# TSC Structure



**Regionally Focused ~ Globally Deployable**

**JOINT SOLUTIONS:  
“YOU ALL GET TO PLAY”**

# Joint Capable Options



Options when COCOM transitions & assigns/designates (JTL

# Joint Theater Logistics Construct

*Common Operational Picture /  
IT Backbone*

**CoCOM**



**JFC / CoCOM J4**



**Strategic Feeds**

**Tactical Execution**

- **USTRANSCOM**
- **DLA**
- **Services**
- **USJFCOM**
- **Interagency/etc.**



- **Service Components**
- **CFLCC**
- **CFACE**
- **CFMCC**
- **CFSOTF**

**Joint  
Effects**

*Optimum Logistics Support to the Warfighter*

**Operational**

**Continuum**

**Distribution  
Contracting  
Infrastructure  
Medical Services  
Munitions  
Services**

**Coalition, Interagency, & Component Integration**



# Assignment of JTL in Varying Levels of Conflict

## Low Scale Hostility Ops

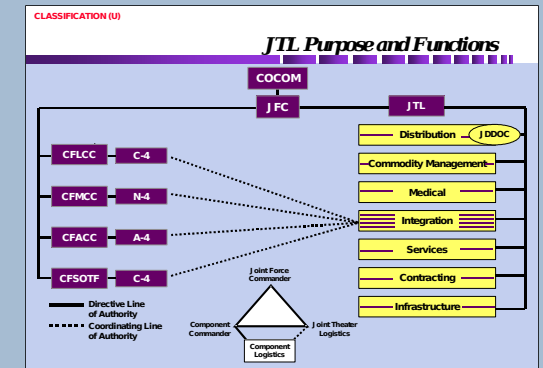
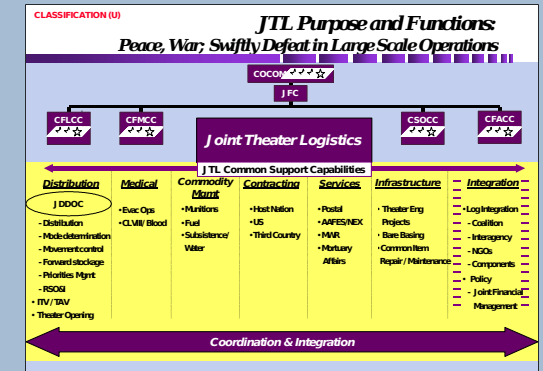
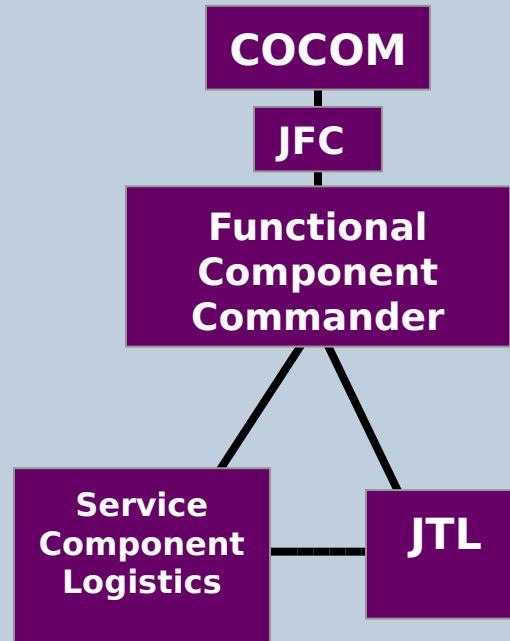
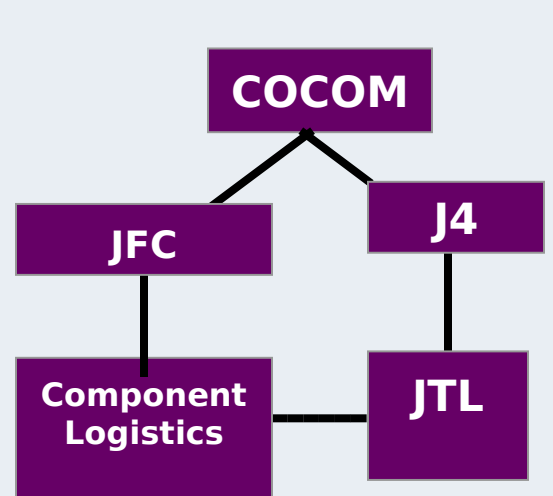
JTL directive authority delegated to Combatant Commander's Director of Logistics

## Limited Conflict Ground-concentrated Ops

JTL directive authority delegated to a Functional Component Commander

## Full Scale War

JTL directive authority delegated to a Logistics ☆☆/☆☆☆

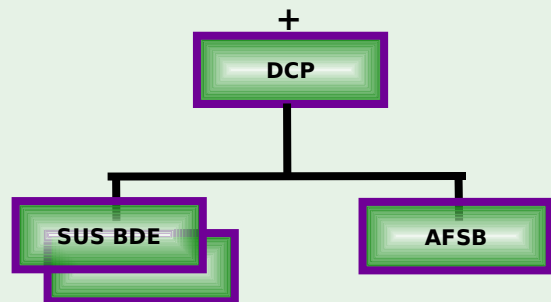


**COCOM can tailor to meet the situational need**

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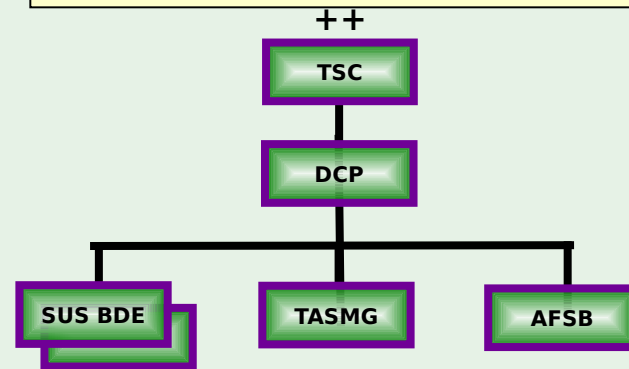
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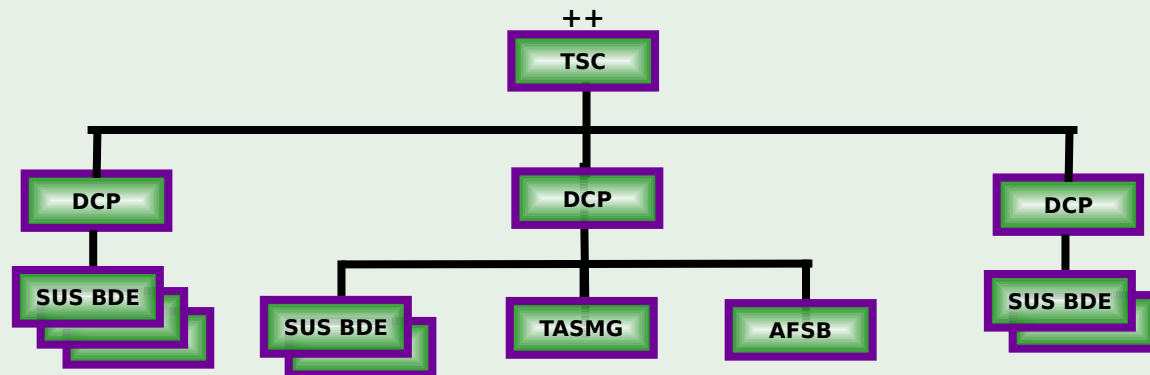
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**COCOM can tailor to meet the situational need**



# What We Believe We Left You With...



- ❑ A viable, holistic, **end-to-end**, synchronized concept of support
- ❑ A **Joint capable** sustainment concept
- ❑ **Joint partnerships** that enable end-to-end logistics capabilities
- ❑ A single logistics commander for the **Joint force commander**

# JOINT INTERDEPENDENCE



***We got to get this right!***





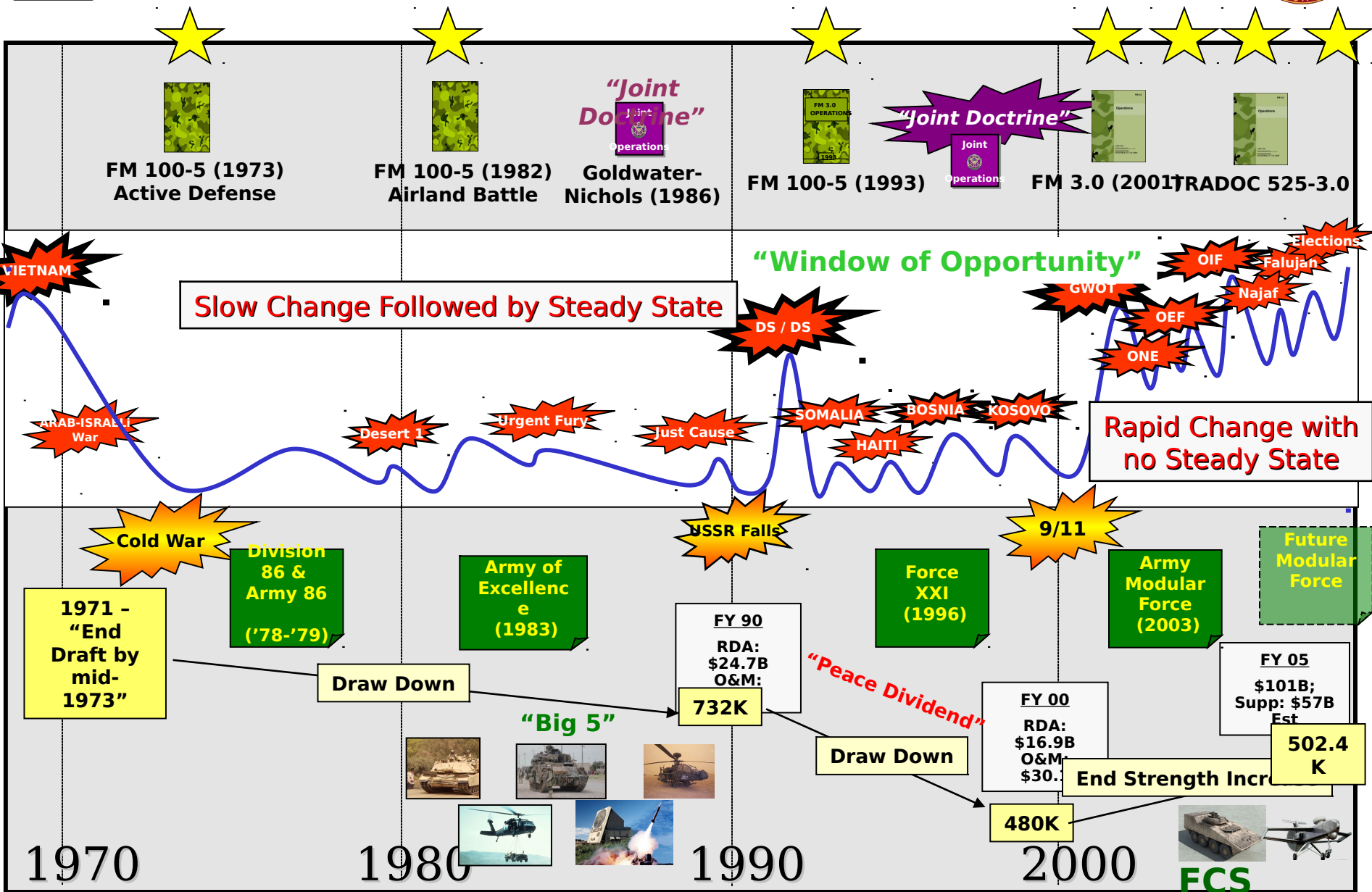


# Hot Slides



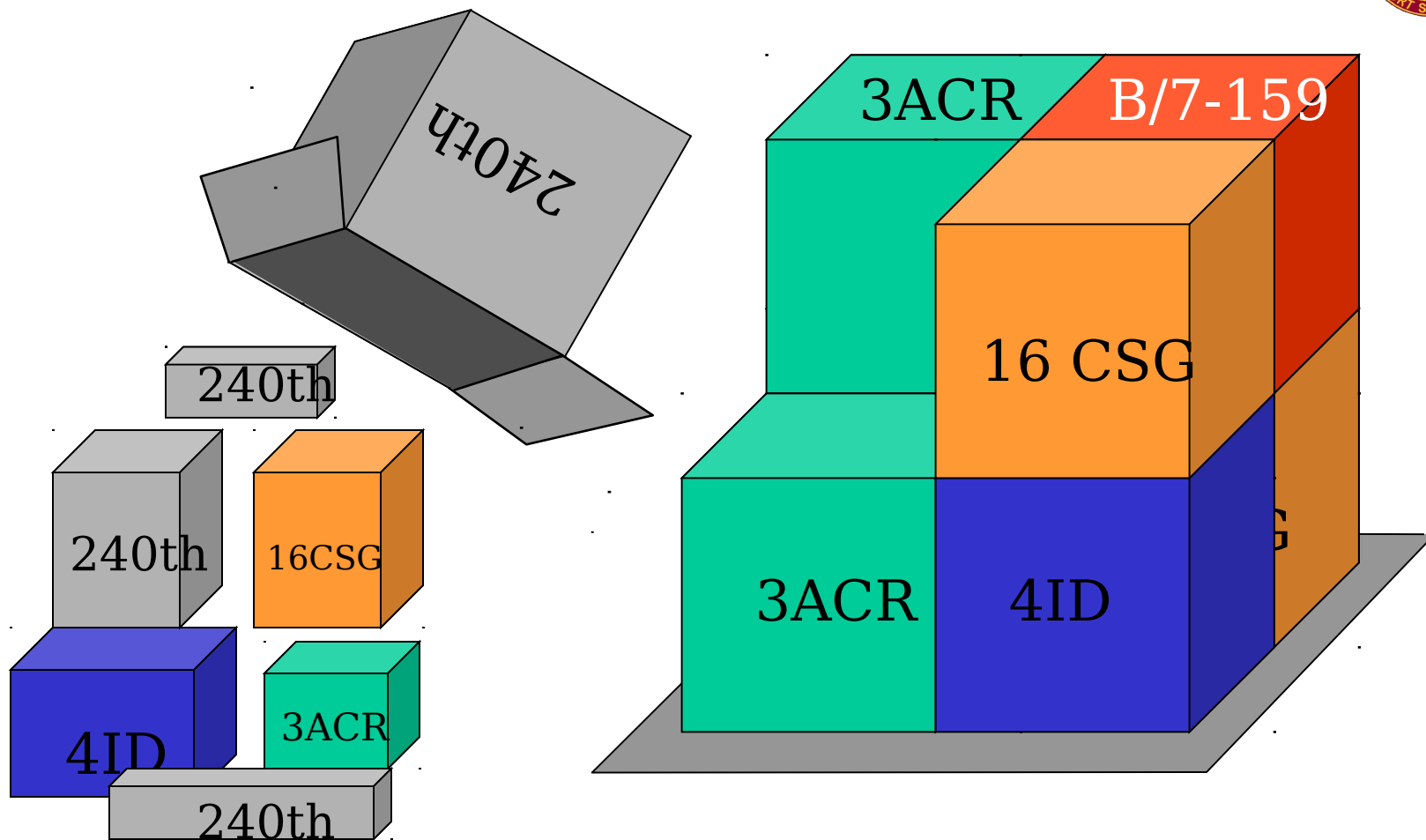
# HERE IS WHAT THE ARMY DOES

## The Army Story Since 1970





# WORST-WORST CASE SCENARIO



Multipacks packed with multiple  
RICs, from multiple nodes

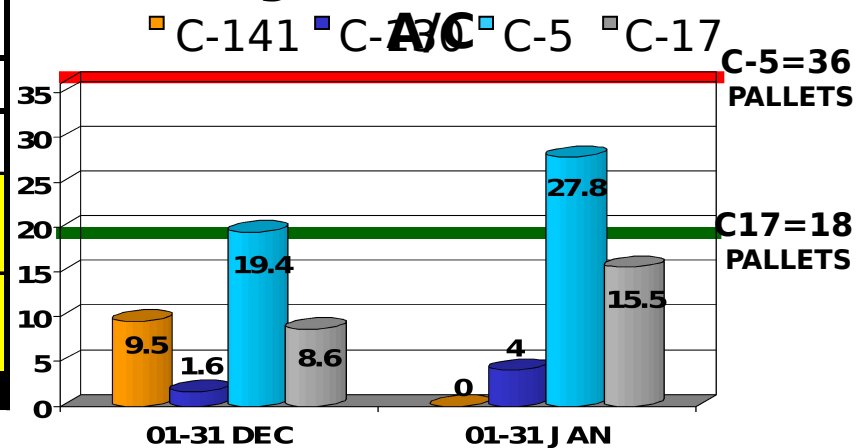
# HOW THE HUB DID!

## TOTAL A/C

ARMY			AIR FORCE
C-141	C-5	C-17	C-17
6	117	252	25
469* AC/7584 Pallets			

cludes 69 DHL Mail AC

## Average # of Pallets Per A/C



Since 7 OCT 03,  
2528 Trucks, 202 MP Escorts,  
and over 5000 Soldiers  
were out of Harm's Way

3 Pallets = 1 Truck

# ONWARD MOVEMENT

## DISTANCE TRAVELED

### What our forefathers did

#### OPERATION OVERLORD

Distance from Normandy to Berlin -  
Moved 1260 Kilometers (756 Miles) in  
48 Weeks during WWII.



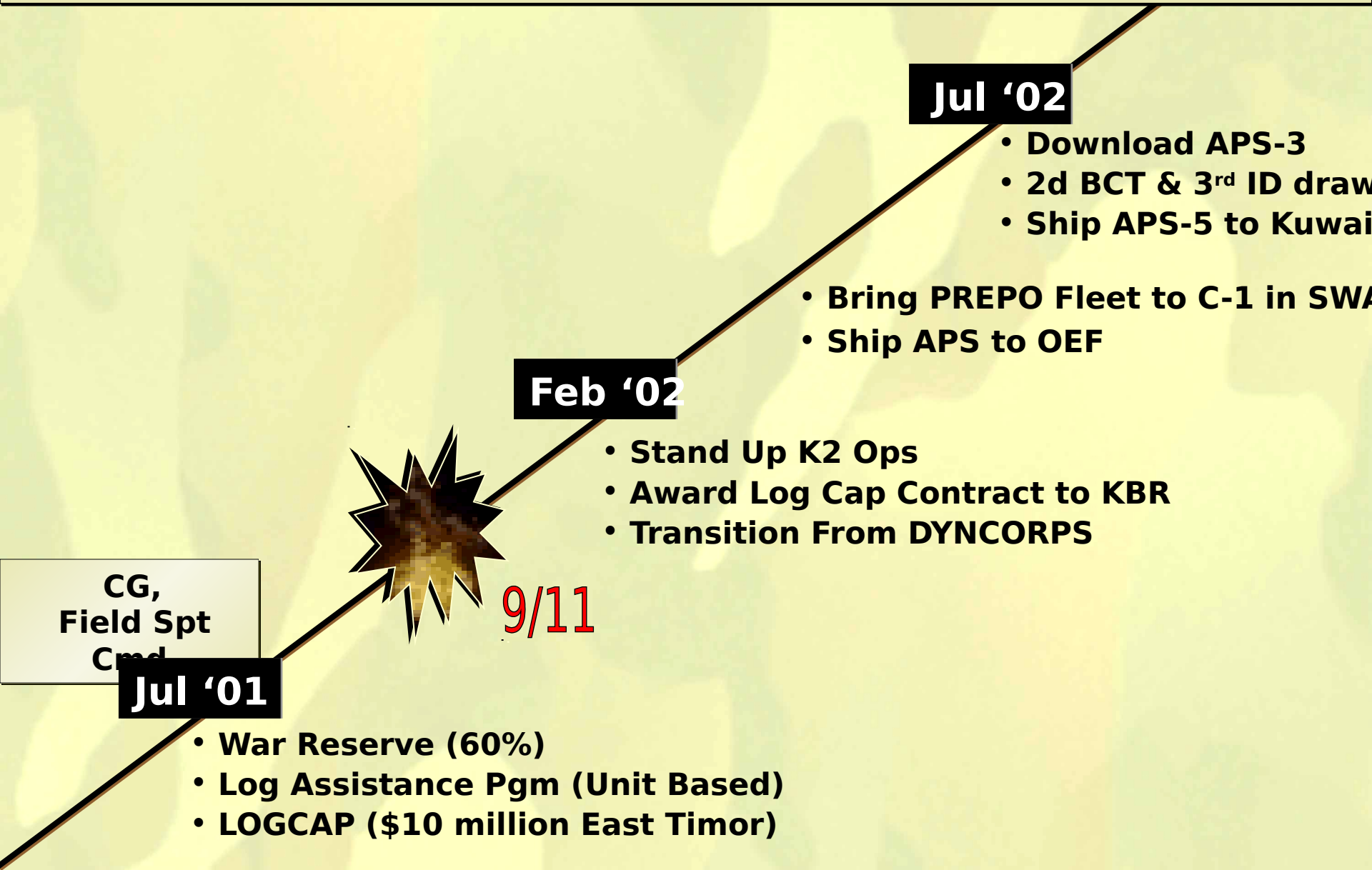
### What we have done

#### OPERATION IRAQI FREEDOM:

Distance from Arifjahn to Mosul is  
1380 Kilometers (828 Miles) traveled  
by the 3rd COSCOM in 4 Weeks.



# Boles' GWOT Timeline





**Assume Command 3<sup>rd</sup>  
COSCOM**

**Jul '03**

**Redeplo  
y**

**Jun '03**

**Mar**

**'03**

• Combat begins

**Assume duties, CG, AMC  
SWA,  
Deputy C4 CFLCC**

**Jan '03**

• AMC Footprint: 140 8,000

• 16 Jan, Backbrief CG, AMC, form  
CCC

**Dec '02**

• 3<sup>rd</sup> ID completes all draws

• LOG Conference with 3<sup>rd</sup> ID at Ft.  
Stewart

**Nov**

**'02**

• Open Camp Arifjan

• Bring Sustainment Stocks to C-1

**Oct '02**

• 3<sup>rd</sup> BCT & 3<sup>rd</sup> ID draws

**Boles' GWOT**

